

*On Sept. 8, the reporters and editors at Army Times sat down with Lt. Gen. Jack C. Stultz, chief of the Army Reserve, to talk about deployments, training, transformation and other topics. This is a complete transcript of that interview, edited for style.*

**LTG Stultz:** I'll give you a couple of thoughts kind of as a start.

One, as I said, when I got promoted into this position as the chief of the Army Reserve, this was not a dream come true for me. This was not a dream. I thought when I came back from two years in Kuwait and Iraq that I was probably fading off into the sunset, and the Army surprised me in calling me back to active duty, first, as the deputy commander of the Army Reserve, and then about six months later as the chief of the Reserve.

So it's a humbling experience to be given this responsibility, especially, and most of you know this, when you spend the time you do in theater with the Soldiers and you see what dedication and sacrifice they're making and what positive attitude they've got, and then to be put in charge of those great heroes and responsible for them and their families, it's an awesome responsibility and very humbling.

People ask me what do I bring to this position, and what I tell them is really I'm one of them. I'm a Warrior-Citizen, as we call it. I've been employed with Proctor & Gamble for 27 years now in civilian life, but I've also been deployed numerous times for Desert Storm, for Joint Endeavor in the Balkans, and then for Enduring Freedom and Iraqi Freedom. So I understand from the viewpoint of the citizen Soldier that we used to call them, the stress it puts on trying to be a citizen and trying to be a Soldier at the same time, not only from the employee's standpoint, but also from the employer's standpoint, of what that means to you.

So I do think I bring a little dose of reality, I guess, to the position in terms of understanding what the Soldiers out there in the field are going through.

The other thing I'll tell you is thank you for what you're doing as the Army Times. You are critical to us. Right now the Army Reserve and the Army, as you well know — I'm not telling you anything you don't know — is going through a tremendous period of upheaval, upheaval, transformation, all that's going on.

The Army Reserve is doing the same thing. We are first and foremost supporting the war on terrorism and have been from the inception of 9/11. Secondly, we're transforming also, transforming internally within the Army Reserve, but transforming also with the Army as they're transforming into a modular force. Then we're also undergoing BRAC at the same time as everybody else.

So you start putting all those items together and then you put yourself in the shoes of that Soldier out there on the pointy end of the spear, and he's looking at what he's been asked to do and also he's looking at all this turmoil that's going on, and he's saying, you know, what the heck is happening? One of the things that I said when I first got into this position is we've got to develop a strategic communication plan, a communication plan that says that we got to tell people up above us what is going on. We got to tell people who work with us horizontally what's going on, but most importantly, we got to tell that Soldier and his family down there at the end of the spear what's going on.

And that's where you really are critical because the stories that you do and report for us that kind of tells the story, tells the story of what's happening in the Army and what's happening in the Army Reserve, because you'll be surprised, when [Army Times staff

writer Michelle Tan] does a story, an interview with me and does a story, how many e-mails I get from Soldiers out there that say, you know, I read your article or I read your comments in the Army Times, and it was really refreshing.

Or, sometimes, they take exception to what I say. I don't think it was one of your articles, but I got an article from a young lady who said, sir, I read your — it was one of my Memorial Day messages or something — and you keep referring to everything as "he." What about me?

And I sent her an e-mail back and said my deepest apologies. I didn't mean it that way. I said the last Bronze Star with the "V" device that I pinned on the Soldier before I left Iraq was a female [specialist] who was in one of my truck convoys that got ambushed and she took over, and I said, so, female Soldiers are just as important as everybody else. You're all green to me, so if I refer to as "he," my apologies.

But the point is, and what it brought home to me is, Soldiers are reading that stuff. Got an e-mail from a Soldier, and it may have been the article you did, but this sergeant first class, he said this is Sgt. 1st Class John Bowen. I'm in a postal unit in Baghdad. I went to high school with a guy by the name of Jack Stultz, and it's a very uncommon name, and you wouldn't happen to be the same? And I sent him an e-mail back and said, "Johnny, it's me."

They're reading those things, especially when they're in theater because that's how they get their news from home. So, anyway, what I'm telling you, you really are critical, and I recognize the importance of having a good relationship with the media because you're the one that tells our stories, and you're the one that gets the word out to the Soldiers that a lot of times we can't reach.

In saying that, what I offer up to you is please feel free to talk with us, talk with my headquarters. You know if you have an issue or a question or something that comes up, and you say here's something I heard, let me get your spin on it, whatever, contact my staff, Evelyn or Jerry, or whatever, and say, hey, we just need some clarification on this or we'd like to get some more comment on this, whatever, because I've told them, you know, we want to get the story out.

We've got a great story to tell. The Army Reserve is, I mentioned, is transforming, transforming in two ways. One, the reserve components, and I include the National Guard in this, are transforming from the old, what we would call the old legacy reserve components, the one weekend a month, two weeks in the summertime, to an operational force; we are part of the operational Army.

And so we're transforming to a force that says, you know, the old legacy was if World War III breaks out, then you'll be needed, but otherwise that two weeks in the summer is about all you're going to get, to now you're going to be called on a regular basis because you're part of the Army, and so be prepared, be ready, be trained.

So we have to transform in terms of the way we train. We transform in terms of the way we maintain readiness, and we've got to transform in terms of the predictability for the Soldier. We talk about our Soldiers are Warrior-Citizens. Our Soldiers when they are called upon to be warriors, when this nation calls upon them like they did on Sept. 11, I've got to have trained, ready, equipped Soldiers.

But I've got to let them be citizens, too. You know, if I force them to make a choice and say you can't be both, then what's their choice? One is just to be a warrior, and we have a lot of them that make that choice. They say I want to go back on active duty full-time,

and we let them do that. That's good for the Army. It's a loss for us, but it's good for the Army.

Or he says, "I want to be a full-time Citizen," and we lose him. So my challenge is how do I allow them to be Warrior-Citizens, to be both? In doing that, I've got to put this predictability — and that's where this Army force generation model that you keep hearing about, this rotational model that we're putting together for the Army Reserve, for a one-in-five rotation.

So you're mobilized, if needed, once every five years. That tells you you've got predictability and that you've got four years now, and your employer knows you've got four years, and your family knows you've got four years for your civilian side of life, and we're going to keep you trained and ready, but we're going to give you that stability.

We've got to get to that model to be able to sustain this force. Now, that leads into the second piece of the transformation. If I'm going to put a one-in-five rotation, then I've got to get the right balance of capability in the Army Reserve. We have in the Army Reserve an authorization for 205,000 Soldiers, but if you look at our structure and say, "OK, where do those 205,000 Soldiers reside?", a lot of our legacy structure was administrative headquarters, organizations that really weren't designed to deploy and support a war flag. They were more for a peacetime administrative command and control structure.

So we've got to take that structure down. Those are our regional readiness commands that we have, peacetime commands, and what we have to take and convert those into headquarters and organizational structure that's needed for the war flag. So we're doing that. And we're transforming regional readiness commands into sustainment brigades, maneuver enhancement brigades, expeditionary sustainment commands — those types of structures that in the Army are needed on a regular basis.

If you look at the logistics base at Balad in Iraq, what kind of organization commands and controls that? It's the old corps support commands the Army had, and now we're going to what we called expeditionary sustainment commands. Well, if we're going to have a one-in-five model, how many of those do we need to be able to rotate on a regular basis? So we're taking the regional commands that we used to have that are administrative, changed them into an MTOE organization that can do that. So that's the other side of the transformation. The challenge I've got in doing that is the Army Reserve, just like the National Guard, is community-based.

I cannot do like the Active Army and say I'm going to move this organization from Fort Campbell to Fort Hood, and I'll just PCS all the families and Soldiers there. I can move a flag. I can say I'm going to move this unit from Columbia, S.C., to Louisville, Ky., but all the Soldiers stay in Columbia, S.C., because that's where their job is. That's where their families live.

So as I go through this whole transformation reorganization, I've got to take the flag to the Soldier instead of the Soldier to the flag. So I've got to really make sure, I say I'm going to stand up a sustainment brigade, I got to make sure I've got enough Soldiers in this geographic location to transform that organization into what's needed. So it's a bigger challenge.

Now, the final comment I'll make, and then I'll take questions, is I mentioned we've got a great story to tell. Since 9/11, we have mobilized over 160,000 Army Reserve Soldiers. If you think about a 205,000 authorization, and you've mobilized 160,000,

that's a huge percentage of the organization.

Now, granted, since 9/11, we've obviously had a turnover of forces, so I'm not saying there's only 40,000 left or whatever, but a huge commitment, ongoing, we maintain about 35,000 Soldiers mobilized on an ongoing basis.

About 25,000 of those are deployed overseas in 17 different countries right now, mostly in Iraq, Kuwait, and Afghanistan, but in other countries also like Kosovo and Bosnia.

10,000 or so of those Soldiers are mobilized right here in the United States. Drill sergeants that run the training bases at places like Fort Benning and Fort Leavenworth are reserve component Soldiers. A lot of the doctors and nurses that are in the hospitals back here in the United States treating wounded Soldiers, sailors, and Marines are Army Reserve Soldiers.

A lot of the garrison support operations that are going on at places like Fort Hood, Fort Carson, Fort Dix are Army Reserve Soldiers. So we're not only supporting the war across the ocean there; we're supporting the war here on the home front.

We also have a lot of involvement in homeland security, homeland defense, and specifically most recently in preparation for the hurricane season. When the National Guard came on line and said, you know, we've got some equipment shortage issues based on equipment that was left in theater or that has been battle lost, whatever, we stepped up to the plate at that point and said, "OK, tell me what you're short. I'm not going to give you my equipment; I can't do that. But what I can do is provide the capability. So if you're telling me you're short a truck company in the state of Florida for hurricane support, then let me put a truck company on notice that's in North Carolina, South Carolina, whatever, that should a hurricane hit Florida, you're going to deploy to Florida to support that requirement." And so we've got a contingency plan put together now on a state-by-state basis based on what the Guard identified as shortages with equipment.

In some cases we went ahead and pre-positioned at places like Fort Polk, La., Fort Jackson, S.C., where we have equipment concentration sites that can maintain that equipment for us, that should a hurricane hit the Gulf Coast, we're poised and prepared if the nation calls, that we'll respond with that capability, medical, transportation, military police, water purification, all of those specialties that we have.

One of the advantages we have in the Army Reserve is we really capitalize on the civilian skills that reside in our ranks, and a lot of those skills the Army has a hard time maintaining. We can provide a city planner or a water works director or a power plant operator, or in a lot of cases a police chief or a fire chief, that reside in our ranks that you may not have on the active force.

I tell the story of when I was in Iraq, when we were trying to re-energize the Iraqi railroad because we thought, you know, the more we can use the Iraqi rail system, the less we have to put trucks on the road to get attacked. And we were struggling trying to get it up and running, and we had a lieutenant colonel in our ranks that happened to work in the civilian life as a railroader, and so we put him in Baghdad in the Ministry of Transportation, helping them get their railroad system up and running again because that's what he does for a living.

The Active Army doesn't have railroaders. All the railroaders reside in the Army Reserve. Got an e-mail from him about two months ago congratulating me on my new

assignment and he said, "I'm at Fort Hood."

I sent him a note and said, "Bob, what are you doing down there?"

He said, "Well, they had an accident down here of some sort with a train and it damaged some equipment, and they needed somebody to come down here and help them get it straightened out and fix the system down there so that they wouldn't have a recurring situation. They didn't have anybody down here with the expertise and somebody down there that was with me in Baghdad said, 'Where's Pelletier?' And they called me back to active duty, and so I'm now down here at Fort Hood trying to get the railroad system straightened out for them again."

That's that added value, I think, the Army Reserve brings to the Army. Now, what do we bring back to that community, when I talk about that Warrior-Citizen? You take an individual that's been serving over in Iraq or Kuwait or other areas of the world with us; we're going to give back to that community a better citizen. We're going to give them back a much more mature, different perspective.

You know Brokaw talked about the "Greatest Generation." I tell people all the time I think we've got the next greatest generation coming back right now. These young kids are coming back from Kuwait and Iraq, coming back with a different perspective.

A friend of mine's son just came back. He was, I think he was a junior in college when he told his dad, "Dad, I'm not going back for my senior year; I'm joining the 80th Division in Richmond, Va., and I'm going to Iraq to be a trainer, helping train the Iraqi army." So he left and deployed for a year with the 80th Division, worked up there in Taji, just north of Baghdad, helping train the Iraqi army.

At one point his dad said he got an e-mail from him saying we don't have an interpreter right now, we lost our interpreter. And he said, "Richie, how are you operating?" He said, "Oh, we've learned enough to speak the language with our counterpart Iraqi Soldiers and all. In fact, Dad, we're teaching them Spanish, and so we're communicating with them in their language; they're communicating with us in Spanish."

Now he's gone back this fall for his senior year in college. I guarantee you that's a different individual setting foot on that campus from over a year ago. So we're doing a lot, I think, of adding value back into the community as well as adding value to the Army when we bring our Soldiers on active duty.

So we've got a great story to tell, and that's why I appreciate you taking the time here to sit and talk and listen to me. And thanks for what you're doing.

**Q:** Talking about a kid like that, how is your recruiting going? And another question: how do you plan to get your recruiting up to speed? I know the Reserve has fallen short.

**LTG Stultz:** Well, the recruiting is a, actually I think it's a good news story. OK.

Are we at the goals that we set for the year? Not quite. Almost.

I think we're right now at about, and the staff can get you the exact figures, but I think we're at about 96 percent of our recruiting goal for the year.

So even in this time of OpTempo and stress and everything, what it tells me is there are individuals that are willing to step up and say, hey, I want to be part of this.

**Q:** What's your plan to attract more?

**LTG Stultz:** Well, you know, I think what we've got to do is, one of the things I've really been looking at, and I've talked to the McCann agency that does the advertising for us, I've talked to McKinsey who's done some of the studies for us. I look at my

background at P&G, and I was not a marketing person, OK, so don't put me in that category, but I dealt a lot with the marketing people, and you start to really understand who your target audience is, and I think we've got to probably do a little bit more in looking and understanding who our target audience ought to be.

Traditionally, we're going after, first and foremost, you'll hear about the 17- to 24-year-old male as the primary target audience. Well, that's the primary target audience for the Army.

And there are some challenges there, as you probably heard from Gen. [Peter] Schoomaker, the chief, about if you look at the 17- to 24-year-old male population, only three in 10 qualify for the military, and out of that three in 10, half of those are already in college. So it's very competitive.

I quantify it a little differently. I think the Army is looking for an individual that is not sure what his plan in life is. You know, here's an individual who's getting ready to graduate from high school, not sure what they're going to do, doesn't have a job necessarily, or maybe the parents are telling him it's time to leave the nest, whatever, and so the military is a good option.

It offers career, it offers some good educational benefits, it offers him a chance, him or her — I've got to quantify that — a chance to decide what they're going to do in life, and the Active Army is hoping they'll make a career out of the Army.

I'm not necessarily looking for that individual. I'm looking for an individual that's got a plan. I'm looking for an individual that says, "I know what I want to do in life. I've got a job or I've got a plan of education or I've got whatever, and I look at the Army Reserve as being part of that, but it's not going to be my career."

Now I want him to make a career out of the Army Reserve, but that's not going to pay the mortgage. That's not going to put the kids through college. His civilian career that he's got to plan for is going to help. I'm going to help him do that. I'm going to help him do that by providing some supplemental income. I'm going to help him do that by providing him some educational benefits, some retirement benefits, all those kind of things, but it's going to be part of his plan that he's already got.

So I think in terms of our recruiting, we really need to go out and understand maybe I don't want to go into high school and look at the individual that's just graduating from high school and not sure what he wants to do in life. Maybe I want to go look at not a 17- to 24-year-old. Maybe I want to look at a little bit the 21- to 27-year-old or something.

**Q:** Is that what your studies are telling you you should be looking at? And your McCann-Erickson ads are going in that direction?

**LTG Stultz:** No, that's what I'm saying, intellectually I'm thinking.

I need to go back to McCann and McKinsey and say, "Tell me if I'm right or not. Tell me because I'm just saying from my P&G days of understanding target audience that there are different needs out there."

I always talk about at Proctor & Gamble; we had a simple terminology. You've probably heard it. We call it the value equation. OK? And the value equation says what does it cost me and what do I get? I can ask you and I can ask [her] what's the best value in a car? Now you may tell me it's a Lexus because here's how much it costs; it costs a lot of money, but look at what I get.

Now, [she] may tell me it's a Kia. But she may say look at what I pay and look at what I

get. In both of your minds, it's the best value because it's based on what you want and what your needs are.

Now, we got to do the same thing with the recruits. We got to do the same thing with our Soldiers. You know what we used to say is what it costs you is one weekend a month, two weeks in the summertime, and here's what you get.

Now we've changed that equation over here. Here's what it costs you: deploying about once every five years for a year away from your family, away from your home, and risking your life. So what do I get over here? And that's where I'm trying to focus over here and say, OK, how do we change that equation to tell that Soldier and their family, you know, obviously we've increased enlistment bonuses and reenlistment bonuses, but we've got to do more.

We've got to really understand. What I'm talking to some of the leadership about now is why don't we look at portfolio benefits? What I mean by portfolio benefits is in corporate America now we used to have a standard set of benefits. Everybody gets this. Here's your life insurance, your health benefit, and your retirement plan.

Now, a lot of corporate America is coming in and saying here's a portfolio. Here's how much we're going to spend as a corporation on you, but you decide how you want to apply that. You may want to buy added dental insurance. You may want to buy child care coverage or you may want to buy vision insurance to cover eye care that's not part of your normal health care plan. Or you may just want to take cash.

Now, most corporations will require you to have health insurance because they're not going to let you say, "I don't want any health insurance," but why wouldn't we do that with a Soldier? Why wouldn't we say, OK, you're ready to re-enlist, your re-enlistment bonus is going to be \$20,000, let's say, OK, instead of just saying your option is cash, why wouldn't we say your option is you can take that \$20,000 in terms of some health care, if you need that for your family, or you can take some of that as far as tuition for maybe your children, to pay for their tuition in college, or you could take it as part of retirement plan that's going to pay you extra money in retirement, whatever.

Why wouldn't you offer them a portfolio? I would submit to you probably, as I experienced in my civilian career, early on in their career, it's money. "I want to buy a car, so give me the money." When you're into your 30s or 40s, a car is not as important. "I already got a car. What I'm looking at is how am I going to pay for my kids to go to college?" And so if you had a portfolio that says, you know, we have contacted states out there that have prepaid tuition plans, and in your particular state, if you're in Florida, which has a pre-paid tuition plan, maybe we can offer him pre-paid tuition for his children.

Now suddenly his career in the Army Reserve is much more than an individual career; it's a family career. Maybe that spouse says you will get yourself to drill because if you get kicked out, our kids don't go to college, or maybe that son or daughter that's in college says, you know, I'm going to college because my dad is serving in the Army Reserve.

That's the kind of thing I think we got to get outside the box in how we attract Soldiers and how we recruit Soldiers.

What I'm telling you is I don't have the answer. I think we've got a huge challenge. I've said for some time I think our biggest challenge is going to be manning the force, and that's not just an Army Reserve challenge; that's across the board. Because we've

changed the Army. We've changed the expectations of what we expect of our Soldiers and so we've got to recruit a new force.

Now, the great news — let me tell you a good news story that tells me why I say, yeah, we're not quite there yet, but we're getting there.

Our retention rates -- we're going to make 100 percent of our retention rates for the year. OK. Now we made 100 percent of our retention rates of last year in the Army Reserve.

**Q:** The goal?

**LTG Stultz:** The goal.

**Q:** Reached the goal.

**LTG Stultz:** The goal, yeah. Keep me straight here.

How did we do that? Well, we exceeded our careerist goals and we were short on our first-term goals, the guys coming up on their first term. But when you put it all together, that gives you 100 percent of what your goal was.

Part of the outcome of that, though, is you create kind of an aging force, because you're keeping the older guys longer and you're losing the younger.

Where are we right now? Hang on a second, so I don't give you totally inaccurate data here. I just looked at this yesterday. Right now, first-termers for year to date, and we're almost at the end of our fiscal year, we're at 101 percent first-term re-enlistment. We're at 103 percent of careerists.

OK. But let me tell you that in terms of actual numbers, this time last year we had re-enlisted 2,800 first-term Soldiers. This year, same time, we have re-enlisted 6,700 first-term Soldiers, 4,000 more first-term Soldiers than last year, almost triple. Now that's a good news story.

**Q:** How did you do that? That's money or ...?

**LTG Stultz:** I think it's a combination. Yeah, we've increased some of the benefits, but I think it's you've got first-term Soldiers who are saying, "You know, I feel good about what I'm doing. I feel good about I'm training and I'm using my skills. This is not just a part-time job that I don't get the respect."

You know, when Soldiers come back from theater and the communities welcome them home and pat them on the back and employers and everybody says we really appreciate what you're doing, they feel good about what they're doing.

We've had 35,000 Soldiers volunteer to go back for a second tour. OK. That tells me that these Soldiers believe in what they're doing; they feel good about what they're doing. And I think that's reflective of the first — yes, granted, part of it is re-enlistment bonuses, but I don't think that's the total picture.

**Q:** This idea of the one in five, so somebody who comes back who has just done a year, re-enlists for four years, he's clear theoretically.

**LTG Stultz:** Right.

**Q:** That's another option. Is there a concern that come year five when his turn is back up, he says no thanks?

**LTG Stultz:** No. Not from me. Maybe you're telling me something I should be concerned about, but the Soldiers that I talk to when we do re-enlistment ceremonies, first thing is we say one in five [but] there's no guarantee. If someone were to attack this nation tomorrow, they're going to be called upon.

**Q:** Absolutely.



**LTG Stultz:** Absolutely. And they know that.

**Q:** But you talk about predictability.

**LTG Stultz:** I was down in Jackson, Miss., about two months ago. I got picked up at the airport by a young E-5, driving me down to Vicksburg, had a 3rd ID patch on his shoulder, and I said, "When were you with 3rd ID?"

"I was over there in '03, sir."

I said, "I was over there with you same time. What are you doing now?"

"I'm going to University of Ol' Miss."

"What are you going to do?"

"I'm going to be a doctor. In fact, I'm studying for my MCATs right now."

"What do you want to do?"

"I want to be a doctor in Mississippi; I want to be a doctor in the Army Reserve."

And he said, "The only thing I need, sir, is I need four years to go to med school, and I need help with tuition." His intent is not to re-enlist to get money for tuition for four years and then get out; his intent is, "Hey, I want to be a doctor in the Army Reserve."

So when I talk to Soldiers who are re-enlisting, I don't get a sense from them that they're just saying I want to re-enlist for four years -- and most of them are re-enlisting for six. They're re-enlisting because they believe in what they're doing and they feel good about what they're doing.

**Q:** To get into the one-in-five model and with manning the force being your biggest challenge, your predecessor said earlier in the year that actual end-strength was running about 180,000, which I don't know where it stands today, but that runs about 8 or 9 percent short of authorized.

**LTG Stultz:** Right.

**Q:** He said that he was more concerned about having people that he needed to fill the units they were building. How important is it to get to the actual end strength and where specifically are your personnel needs? What kind of personnel do you need in what jobs?

**LTG Stultz:** OK. Yes.

Right now, you got to look at our strength and put it in the context of — now I want to make sure I state this correctly — we have what we call a Delayed Entry Program I'm sure you're familiar with. A Soldier signs up and they're in high school and they don't report for training for six months or whatever.

We don't count those Soldiers as part of our ranks. Now, the National Guard counts them as part of their strengths. So I make that distinction because a lot of people will look and say, well, the National Guard looks like they're in better shape meeting their numbers than the Army Reserve. Well, it depends on how you count your people.

**Q:** How many people in your DEP?

**LTG Stultz:** About 5,000 right now. So we've got about 196,000 Soldiers from a 2005 authorization if you counted Soldiers the same way as everybody else does.

Now, we don't count those in the DEP right now because we're saying they're really not part of the ranks; they haven't reported yet.

The National Guard — rightfully so, I don't criticize them — says, "No, we want to bring them into the ranks even before they report to basic training and make them part of the organization and get them ready to go." And we've looked at that and said, "You know, maybe we need to think about doing this." We used to do that.

There's some merit in that. Maybe you cut your attrition down of Soldiers who sign up but change their mind because you already have them and make them feel good. Maybe you cut your attrition down of Soldiers who report to basic training that aren't physically ready, but there's a bill associated with that.

**Now, I'm paying them before they ever really report for training. So we're going to look at that. But we're at about 196,000, if you compare apples to apples.**

The challenge we've got is what you mentioned: I've got to get the right Soldiers in the right organizations. And that's where I talked about this community-based transformation piece of what I've got to look out there and say, OK, where do I have this 196,000 Soldiers and what type of organizations are they in now and what do I need them to be in the future, and what's it going to take to, in some cases, I've got to retrain those Soldiers.

I need more transportation, 88 Mike truck drivers, I need more military policemen, those type of people. Maybe there's other specialties I have out here that I'm not using as much of and so I need to transform out of those and get the right numbers.

So I agree, we've got to get the right people into the right positions to build the right structure. That's going to take several years to get there. It's not an overnight issue. One of the challenges that I have right now is we've got to get the Army balanced correctly.

I'll give you the best example I can think of offhand, and my staff knows this. I talk a lot about trucks, transportation, because that's what I did in theater. I had all the ground convoys, transportation, port operations, those guys. Heavy equipment transportation companies, HETs, that are big, the big Oshkosh trucks that have the trailers with 40 tires on them that carry the M1 tanks. They're massive pieces of equipment. Those are critical in theater because as we bring units in and move them into theater and take them out of theater and as we move units around on the battlefield, we have to move that heavy armor and other heavy equipment with them.

So we keep a certain number of those HET companies in theater on an ongoing basis. Well, right now, my HET units are on about a one-in-three rotation. The 217th HET Company out of San Antonio that I had over there in '03 and '04 is going back right now because there's not enough in the inventory.

So now I cannot involuntarily mobilize those Soldiers again that went in '03-04. I have to depend on them either volunteering or reassigning personnel from other units into that company to fill out the ranks. A HET company is 299 people. Out of the 217th HET, I think we ended up with about 60 percent (I may not be totally accurate there) that volunteered to go back a second time of that 299 man force.

But that meant the other 40 percent I have to pull from somewhere else which means I've got to take another unit and pull Soldiers out of that which now creates a domino effect.

**Q:** And you're training them how to be HET drivers?

**LTG Stultz:** Well, no, I'll normally pull 88 Mike drivers. I may have to train them how to drive that specific truck, but in most cases they're already truck drivers. But now I've got another truck unit out here that I just pulled Soldiers away from that creates a domino effect.

What I need to do is determine how many HET companies do we need in the inventory within the Army Reserve, National Guard and Active Army, and then I can array those,

and then I can say to the 217th, hey, once every five years is all I need the flag, and the Soldiers that are within that flag can have the predictability of knowing we're only going to be called upon once every five years.

Again, I don't know what percentage, but a lot of those Soldiers that were with me over there in '03 volunteered to go back again. They're a 915 line haul company, same thing. We got to figure out how many 915 companies do we need because obviously got a unit was over there in '03, they're back in '06, they're not on a one-in-five rotation.

That's the challenge we've got, is get the right types of units, and then I can get the Soldiers into those units.

**Q:** How far along are you then in creating these Army Reserve Expeditionary Force packages and implementing the one in five years?

**LTG Stultz:** What we're doing right now is we have within our Army Reserve created our five packages. We've done that and we've said here's the dilemma. I laid out my five packages based on, I said, OK, how many HET companies have I got? OK. Let's put one in each package. The problem is the theater comes back with a requirement and says, well, we need more than just that one, so I got to reach back and say, well, really, you aren't in that one-in-five rotation, but I need to pull you forward now.

So we're trying to get there by taking our force and saying here's what we've got and we can spread it out over five years. It's the requirements from theater that are saying we need more than just that one year's worth of capability you've got.

**Q:** General, can you lay out a snapshot today on where you are under that model of one in five? How many forces have you deployed, have done their tour, and how many are available?

**LTG Stultz:** Yeah, I don't want to sound evasive here or anything like that. What we will look at and we'll say, OK, out of the total force — I mentioned earlier, OK, we've mobilized 160,000 Soldiers. OK, so does that say you got 45,000 left? No. Because you've got other Soldiers who have retired, you've got Soldiers who come in, those types.

So we start breaking it down and saying, "OK, here's what we've got left." I can't give you an exact figure what it is, because every time it's reported to me, it changes, you know, daily.

The challenge we've got is within that figure of what's left, two-thirds of them are E-4 and below, because just what I said. What we've been doing is recruiting new Soldiers. Well, those new Soldiers are the ones that haven't been mobilized yet.

The leaders, the NCO [noncommissioned officer] corps and the officer corps, they've already primarily been mobilized unless we've gotten some new lieutenants out of the Reserve Officer Training Corps program, but otherwise, they've been mobilized, and so a lot of the volunteers that we really are dependent upon, a lot of the heroes are the leaders that are saying, "OK, I'll take these young recruits and I'll go back to theater with them."

The other piece you got to look at, though, is within those what's-left-category of, let's say, some Soldiers who are NCOs or officers, because we'll look at that, and the Army will look and say, well, jeez, within the transportation corps, you've still got "x" hundred or "x" thousand Soldiers, so why can't you give me three more truck companies? Well, let's look and see what those thousand are. Well, they're boat operators. They're 88 Kilos and 88 Limas which are the boat MOSs. Or they're some kind of port operation

specialists or whatever. And you say, well, that's not really what you need; that's not a truck driver.

Or you look at [military police], and they'll say we're so critically short of MPs, and you still have some MP units that haven't deployed. OK. But they're [Criminal Investigation Command] detachments, they're law enforcement detachments. What you want are combat support MPs or internment MPs, you know, prison guards. That's not who's left. So it's hard to, when you start really dialing down and trying to quantify, if you just look at the raw number, it will tell you one thing. If you dial into those numbers and say what does that actually represent in terms of rank and in terms of capability, it's a different story.

**Q:** Are you capturing enough people from the active force? Are you promising people that they're not going to be deployed into jobs that they weren't trained to do?

**LTG Stultz:** If you'd asked me that six months ago, I would have told you I wasn't satisfied with where we were because we weren't.

Traditionally — and we depend upon that traditionally, of getting a lot of Soldiers leaving active duty that come into the Army Reserve; that's me. That's what I did.

I decided to make a career change and left active duty to go to work for Procter & Gamble, but I wanted to stay in the Army because I love the Army, so I became an Army Reserve Soldier.

Within the last six months, that has really turned around. We're starting to really get a better flow of Soldiers coming from active into the Reserve.

Why is that? One of the main reasons is we started — when you talk to the Soldier who's leaving active duty, and it gets to what I was talking to you about with the understanding the target audience.

What we were trying to do is throw money at them, and say, "Hey, a \$10,000 bonus if you come from active duty into the reserves," whatever. When you sat down with the Soldier and talked to him, he'd say, "You know, the money is great, I got it, I love money, I need to buy a car, whatever; however, I'm making a career choice, and I'm going to start a new civilian career. I need some kind of stability to get going. So what can you give me in terms of stability?" So what we have started to say is we're going to stabilize you for at least two years so you can get your career going. We understand that. We recognize that. So we can at least guarantee you two years of stability before we're going to call upon you again.

I think we need to do just what I was saying earlier — we've got to look even more at that, and maybe again this portfolio idea, instead of offering everybody a certain specific bonus and two years of stability, maybe you came to me and say, "Hey, I want to go to med school," and I'll say, "OK, fine. I'll give you four years of stability but very little money, because you know I'm going to put you in a unit that's in year one of this Army Force Generation cycle."

You, on the other hand, may say, "I need money. I got to go buy a house. I got to get started," whatever. And I may say, "Are you willing to deploy in a year?" And you say, "Yeah, I can do that."

OK. I'll give you more money if you're willing to do that, and I'll put you in a unit that's in year four of this cycle, and you'll say, "Fine, I'll tell my wife, 'Honey, we got money to buy a house now, but I'm going to have to leave in a year, and then when I come back, I'll start my career.'"

I think we got to do more of that. We really got to understand that Soldier and what they're looking at for a career. I really think the Soldiers are willing to serve. They want to serve their country. That's the great news. What they're trying to determine is with this new equation, how can I do that and have a civilian career? We've got to figure that one out.

**Q:** You were saying before you've got pockets of these people who have, you know, they're boat drivers.

**LTG Stultz:** Yes.

**Q:** They're CID detachments.

**LTG Stultz:** Right.

**Q:** And you need these other people. But the Army keeps coming to you and saying, "Well, we need more people."

**LTG Stultz:** Right.

To your second point, no, I will never put a Soldier into a unit and into a theater that's not trained to do his job. Now, does that mean that I won't go and take a Soldier — and we've done this, we've done this on the active side, too — we've taken artillery units and said we're going to use you as truck drivers, but we trained those Soldiers before we ever put them in theater to be able to do their mission. We didn't just grab a guy that was an artillery man and stick him in a truck and say hit the road. We trained that Soldier to be a truck driver and they did great jobs for us.

I had a field artillery battalion assigned to me from South Carolina, a National Guard Unit, when I was over, that did my convoy security. Now, they're a field artillery battalion. They're taking on what normally would be an MP mission of a combat support company. We trained those Soldiers at Fort Dix, N.J., for several months, went and visited them while they were there from theater, to tell them specifically, "Let me give you the tactics, techniques and procedures that you're going to need to understand in this new mission."

They came in there and did a tremendous job for us and felt great about what they were doing because they said, "You know, in our role as an artilleryman, we'd never get the opportunity to do this. Now, we're out here patrolling the roads, engaging the enemy, protecting the convoys and feel great about what we're doing."

The key is, to your point, we've got to make sure they're trained and ready before we ever set foot in theater. So do we go to units and say we don't necessarily need your capability; we need it over here? Yes. But we got to make sure that Soldier says I'm ready to go, I'm trained and ready.

**Q:** So what initiatives are you working for, mandatory or voluntary retraining, and also I'm curious if you've got anything working for people who volunteer for repeat tours and things like that?

**LTG Stultz:** Yeah. We're always looking for Soldiers who are willing to volunteer to go back a second time.

I mentioned earlier, especially the leadership, and so I got to be very careful with that. If a Soldier comes up and says, "Hey, I'm volunteering and I want to go back." You know, I say probably 90 percent of the time we're going to say, "Fine, let's do it. We got a need and this Soldier is ready."

I got to look, though, and say wait a minute, what's the impact going to be on the current unit you've got? Because if I've got a Soldier in a unit that I'm looking at two

years down the road of maybe putting that unit back in, then I may want to say to him, "I'm sorry, I'd love to be able to get you to go back right now, but I need you a year or two from now, and I can't do that." So it's on an individual basis almost of where we're looking at that.

**Q:** Financial incentives and?

**LTG Stultz:** We're not offering any financial incentives for people to volunteer for second tours. I think the financial incentive may be for them some of the benefits they get with the in-theater benefits.

I don't think that's why they volunteer to go back there. I think the Soldiers who, at least the ones that I talk to who are volunteering to go back, they're doing it because either they love their country and it's patriotism of "I think I need to do this" or they just feel good about what they're doing.

I got an e-mail from a young lieutenant colonel yesterday who is in Kuwait now, and he was with me in Iraq back in '03, and he was just in this e-mail going over and over about all the great things that are going on.

"Sir, you wouldn't believe the changes that have occurred here, and you've got to come over here and see us," and here's what's good and here's what — and sent me a picture of him with these HET drivers.

And he said, "Look, at the armor we've got on these trucks now. They didn't have this stuff when we were over here the first time," but he said, "You know, these truckers are still the same heroes we had in '03, same unit." And he said same guys, and he said still doing a great job they're doing.

So I think a lot of them that are volunteering to go back, it's just feeling good about what they're doing, for their country and for themselves.

**Q:** Demographically, are they any more likely to be single than married?

**LTG Stultz:** No.

**Q:** Not? They're family members?

**LTG Stultz:** These are family members. At least — maybe somebody else has statistics — I don't see that. I don't see a trend because that's one of the questions that somebody will raise is, well, really, the guys that are volunteering to go back are those that maybe don't have a job or don't have a family, whatever. And when you look at the people that are going back, not at all.

**Q:** What do you know about Staff Sgt. Maupin and did you meet him personally?

**LTG Stultz:** I didn't know him personally. I know his parents. I've met them, both of them. I was there when it happened.

**Q:** He was one of your truck drivers?

**LTG Stultz:** He was in the 724th Trans[portation Company]. I remember the day specifically that it occurred. I happened to be down in Kuwait. We got the first report in about bridges that had been demolished and had blocked our main supply routes. We got word in about some attacks in some of the areas that had cut off some of our alternate supply routes and then we got the report in about the 724th convoy that was coming out of Balad that had been ambushed, and later on, the report and everything.

So I told his parents, I said, "You know, I remember specifically that." Now, when they said one of the Soldiers was captured, I didn't know him. They showed the picture. I didn't know the individual. The other individual, I remember Elmer Kraus was the other individual from North Carolina that was killed in that same attack along with some

contractors. So I told them, I can identify with them because I was there when it happened. I didn't know him personally.

Several days later, one of my other convoys got ambushed. I lost a lieutenant from the Kentucky National Guard in that one. So it's very vivid in my memory.

What I have pledged to them is, you know, our warrior ethos said we will never leave a fallen comrade, and as long as we have no proof or evidence that he is not still captured, then in our minds that's where he is.

**Q:** Do you think he's alive?

**LTG Stultz:** I don't know. You're asking me something I really don't know, and so that's why — and I told his parents that. I said I don't know. So I have to assume yes. We have no evidence to the contrary. So we're going to treat him ...

You know, I just wrote a retort in the Army Times where somebody said why would you promote him? I said because he's a Soldier. We hold a promotion board within his unit and say what are all the NCOs that are eligible for promotion. Well, Sergeant Maupin is eligible. Well, he's not here. So what? He's captured. He's eligible, consider him for the promotion board. Does he meet the criteria? Sure. Then promote him.

Until somebody tells me otherwise that they have any proof that he's not still captured, we're going to treat him that way.

